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Deputy Assistant Director, ORR

5 September 1958

Chief, Geographic Research

Report on War Planning

REFERENCE: Your Memorandum for the Record, 25 August 1958, Subject: "Meeting on War Planning Attended by Messrs. [REDACTED], 25 August 1958"

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1. In a basic sense, the war planning tasks of the Geographic Research Area have already been completed. These include the determination of key wartime responsibilities; designation of the methods, personnel, and equipment that will be needed to carry out wartime responsibilities; identification of the agencies and components with which close wartime relations are likely or necessary; and preparation of an appropriate general mobilization plan. Additionally, the Area has stocked the Relocation Center with the geographic reference materials and cartographic equipment that will be needed for emergency operations. A record of the planning to date is contained in the following documents:

a. "Annex C, Geographic Intelligence Annex to the Global War Plan for the DD/I Area", 31 October 1955, TS-70947.

b. "Geographic Intelligence in Wartime", 9 July 1957, with attached "Central Support Services in Wartime", (in manuscript).

c. Memo to CIA Emergency Planning Officer from Special Assistant to DD/I(Planning), "DD/I Activity During Operation Alert 1957", 30 August 1957.

d. GRA Ready-Reserve Listing, Annual Revision, 1 Nov 1957.

e. Memo to AD/RR from Ch/G, "GRA Comments on Proposed Organization of the Intelligence Component of CIA Theater Force Headquarters in Time of War", 9 June 1958.

f. "ORR Participation in [REDACTED] 1958", 29 July 1958.

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2. The following are planning tasks which remain to be done:

a. To coordinate existing plans, as appropriate, with the emergency plans and capabilities of geographic intelligence components of other agencies. To date, the accomplishment of this task has awaited the completion of IAC-level agreements or understandings on the wartime headquarters role of member agencies.

b. To coordinate existing plans, as appropriate, with the detailed war plans of the DD/P. Completion of this task has awaited the achievement of specific understandings between the DD/I and the DD/P on the wartime support role of the DD/I and the procedures by which the support is to be performed.

c. To obtain a partial security check for non-government personnel included in the Geographic Research Area Ready-Reserve List.

d. To up-date existing war plans as necessary in accordance with changed Agency assumptions, policies and objectives.

3. In accordance with paragraph 2, above, the Geographic Research Area proposes now to undertake the following war planning steps if the Office of the DD/I interposes no objection:

a. To initiate correspondence from the Chief, Geographic Research Area, to the heads of major geographic intelligence components in other agencies proposing that the components join with the Geographic Research Area in exchanging information on emergency plans and problems. The purpose will be to secure information on the probable geographic resources and requirements of other agencies and to achieve informally certain understandings which will facilitate cooperation of the geographic community in an actual emergency. Because of the close relation between geographic intelligence and operations support, the need-to-know principle may initially limit the actual exchange of information. It is planned to contact the Topographic and Survey Branch, ACSI; Army Map Service; Military Geology Branch, Geological Survey; Aeronautical Chart and Information Center, Department of the Air Force; and Hydrographic Office, Department of the Navy.

b. To conduct informal discussions with DD/P division chiefs on the specific kinds of geographic research support that will be required by the DD/P in wartime.

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c. To request the Office of Security to conduct a limited national agency security check on certain of the personnel selected for the Geographic Research Area Ready-Reserve List. A similar request made last fall was denied. However, there is some indication that policy in this matter may have changed. If such a check were carried out, a much more valuable list would be achieved.

d. To continue to prepare Geographic Research Area personnel for wartime operations by emphasizing broad participation in training related to operations support and by promoting individual versatility in intelligence production.

#### 4. Relation to Agency-wide Plans

The war planning tasks conducted or to be conducted by the Geographic Research Area have an intimate connection with Agency-wide plans. Because of the absence of a DD/I war plan, and lack of DD/I approval of Office plans, the Office plans deviate from each other in assumptions, policies, objectives, and scope of contents. There is a similar gap between DD/I plans and those of the DD/P, particularly as they relate to agreed roles and manner of operation.

#### 5. Relation to Plans of Outside Agencies

I have no adequate information on how the DD/I would work with outside agencies in wartime, and thus do not feel free to comment on specific planning tasks in this field. Progress in inter-agency arrangements appears to have been limited so far to agreements on the separate roles of the DD/P and the military services in the field.

#### 6. Proposals for Action by the Office of the DD/I

As indicated in paragraph 1, above, the GRA has -- as a consequence of past experience -- a fairly complete knowledge of the kinds of intelligence requirements which it will be asked to service. We know by what methods, personnel, and equipment these requirements would be properly fulfilled. We also know, in general, the potential customers, collaborators, and suppliers who would be concerned in our operations. Our ability to implement this knowledge in hard plans necessarily relates to policy decisions reached at higher Agency and Intelligence Community levels. What we do now in preparation for emergency conditions -- such as training, selection and trial of future field team personnel, alert exercises, understandings with geographic research components of other agencies -- should properly be shaped by directives such that we and our customers, collaborators, and suppliers are working in common. To date, there has been an insufficiency of these policy decisions, with the result that in important ways CIA plans are not coordinated with the plans of other agencies, and the plans of offices in the DD/I are only in a permissive sense coordinated with each other.

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Planning cannot and will not mature effectively under these conditions. The Office of the DD/I should, therefore, energetically press for the achievement of formal inter-agency agreements that cover appropriate DD/I roles, seek specific understandings with the DD/P, and integrate the various existing Office plans into one DD/I Emergency Plan, as these plans permit. It is recommended further that the DD/I propose the establishment by OTR of Civil Defense courses appropriate to training Agency personnel for survival. These courses should be made mandatory for personnel on the DD/I Emergency Team.

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